

Public Officials Guide

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Emergency Checklist

Regional Emergency actions for executive heads and elected officials

1. Stay informed of the situation

It is the responsibility of your local emergency management coordinator to keep you informed of disaster conditions and the most recent incident response information.

Be sure that your county emergency management office has up-to-date contact information so you can be reached in an emergency. If an emergency occurs, make sure that your emergency management office has the ability to contact you or your delegate at all times during the incident. In a major emergency your presence may be requested at a Regional MAC Entity meeting or conference call. (See contact information below)

2. Ensure the continuity of government

It is critical that government leadership is maintained through a disaster. In the event that you are unable to continue on as the leader of your jurisdiction you should appoint a delegate. If you are unavailable or incapacitated for some reason, there should be a clear understanding of who takes over in your position. Your jurisdiction's emergency management ordinance defines a line of succession. RCW 42.14 provides guidance for continuity of government for county commissioners, city or town officers, and local legislative authorities.

3. Appoint officials to fill vacancies created by the disaster

In the event that an appointed position is vacant because of the impacts of a disaster, government leadership will need to make appointments to fill essential vacancies.

4. Issue emergency proclamation

Emergency proclamations are a very important tool in emergency response. They may serve a number of purposes, depending on the need, including -

- Announcing that the government recognizes a serious emergency situation.
- Authorizing emergency expenditures that forgo normal purchasing processes such as bids and hearings.
- Activating a jurisdiction's emergency plan.
- Authorizing extreme measures to protect life and property.
- Formally requesting state assistance.

- Encouraging the governor to declare a state emergency and requesting a presidential declaration of disaster.

5. Make necessary policy decisions

Issues and conflicts that arise in an emergency should be handled at the lowest appropriate level of the incident organization. However, some issues may rise to a level where they require resolution by a jurisdiction executive head or legislative body (for example, priorities for resource allocation, management of jurisdiction resources, clarification of command authority, etc.)

In situations where the emergency situation crosses county lines within Region IV Homeland Security, these policy decisions may require discussion among policy makers from multiple jurisdictions (See MAC Entity Procedure).

6. Provide necessary guidance to incident managers; establish administrative objectives.

As the executive, you must clearly communicate to the incident commander your views on the following items.

- a. Legal and policy restraints and/or freedoms
- b. Limitations on authority
- c. Political and social concerns
- d. Environmental issues
- e. Cost considerations

As time and agency policy dictate, these considerations should be documented and provided to the incident commander. This may happen through a formal delegation of authority.

7. Provide public information

During an emergency, public information officers will develop and implement media strategies and manage the media. You may need to work with public information staff to provide emergency public information to the media. It may be necessary for you to speak to the media as the leader of your jurisdiction.

In incidents of regional significance, coordinating public information among multiple jurisdictions may be appropriate to ensure consistency of message and minimize conflicts within a shared media market.

8. Appropriate money to meet disaster related expenditures

In emergency response and recovery there may be a need for emergency budgeting actions. This will ensure adequate funding for all emergency operations.

9. Issue emergency orders and approve emergency ordinances

It may be necessary for executive heads to impose emergency policies and ordinances. For example, it may be necessary to impose curfews, or to pass ordinances that restrict price gouging. State and local laws authorize executive heads to do this.

10. Make decisions on the discontinuation of non-essential government operations

It may be necessary to discontinue non-mission critical government services. This will keep employees off the roads. It may also free up personnel and other resources for use in disaster response activities.

11. Provide liaison to local, state, and congressional elected officials

It is important to coordinate with local, state, and federal elected officials during and after a disaster. These elected officials can ensure that local, state, and federal agencies are providing appropriate assistance to the local response effort. They can also help bring in state and federal recovery assistance and funding.

Contacts

Position	Name	Contact Information
CRESA Conference Bridge		[REDACTED]
Clark Regional DEM	Cheryl Bledsoe	Office: 360-992-6270 [REDACTED] Dispatch: 360-696-4461
Cowlitz County DEM	Ernie Schnabler	Office: 360-577-3130 [REDACTED]
Skamania County DEM	John Carlson	Office: 509-427-8076 [REDACTED]
Wahkiakum County DEM	Beau Renfro	Office: 360-795-3242 [REDACTED]

Clark Regional Emergency Operations Center

Policy Group Procedure

1. Function

The Policy Group serves to provide coordinated policy direction during a disaster or other emergency.

2. Members

The core Policy Group membership is as follows:

- County Commissioner
- City Mayors
- County Administrator
- City Managers / Administrators
- County Sheriff
- Vancouver Police Chief
- Fire Chief, Representing County Fire Districts
- Vancouver Fire Chief
- County Prosecuting Attorney
- Vancouver City Attorney
- County Health Officer
- County Health Department Director
- County PIO
- Vancouver PIO
- CRESA Director
- ESD 112 Superintendent
- Business Sector Representative

Other Liaisons from public service, port/transportation districts and the private sector may be included in the Policy Group as dictated by the nature of the disaster or emergency.

Policy Group members may designate persons to speak and/or act on their behalf in during Policy Group meetings.

3. Activation

- A. The Policy Group will be placed on standby whenever the EOC is activated. When policy issues arise that require decisions during emergency conditions **OR** when any member of the Policy Group, in concert with the CRESA Director, determines that there is a need for the Policy Group to convene.
- B. Policy group members may contact the CRESA director directly. If he is not available, they should contact the CRESA duty officer. Contact information is listed below.
- C. CRESA will contact each member of the core Policy Group using the mode of communication specified by each Group member.
- D. Once activated, members of the Policy Group will convene at the appointed time in the 6th Floor Commissioner’s Hearing Room at the Clark County Public Services Building.
- E. Policy Group members may be asked to attend to issues virtually through a teleconference bridge established by CRESA if that technology is available during the event.

4. Backup Policy Group Meeting Location

If the Commissioner’s Hearing Room is not available, an alternate location will be identified for this meeting. The current alternate meeting location at Clark Public Utilities Education Center, located at 8600 NE 117th AV, to the southwest of the community room at the CPU operations center.

5. Policy Group Agenda

Facilitator: CRESA Director

Item	Presenter
1) Situation Briefing	Incident Commander / EOC Manager
2) EOC Status Briefing	EOC Manager
3) Identification of Key Policy Issues	CRESA Director

4) Recommendations / Action Plan	EOC Manager/Operational Dept. Heads
5) Policy Decisions	Discussion
6) Formulation of Media Release from Policy Group	Discussion
7) Discussion on when to adjourn and time of next meeting	Discussion

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6. Contact Information

Position	Name-Location	Contact Information
Policy Room	Public Service Center, Commissioner's Hearing Room 1300 Franklin St. Vancouver, WA 98660	[REDACTED] ecc.policy@clark.wa.gov
Clark Regional EOC	710 W 13 th St. Vancouver, WA 98660	[REDACTED] ecc@clark.wa.gov
Alternate Policy Room	Clark Public Utilities Education Center 8600 NE 117 th AV Vancouver, WA	[REDACTED]
CRESA Director	Anna Pendergrass	[REDACTED] Anna.pendergrass@clark.wa.gov
CRESA EOC Manager	Cheryl Bledsoe	[REDACTED] (o) 360-992-3270 [REDACTED] Cheryl.bledsoe@clark.wa.gov
CRESA Duty Officer	Clark Regional EOC	[REDACTED] cresaemergencymanagement@clark.wa.gov
CRESA		(o) 737-1911 [REDACTED]
CRESA Conference Bridge		[REDACTED]

Regional Emergency Management Group (REMG)

Regional Information Sharing Procedure

Purpose

1. This procedure provides a framework for jurisdictions that are party to the Regional Emergency Management Group (REMG) Intergovernmental Agreement (IGA) to:
 - A. Share incident information and concerns
 - B. Coordinate incident-related policies (if needed)
2. The procedure may be used by elected officials, senior executives, and emergency managers of the REMG jurisdictions, as needed, to:
 - A. Coordinate their respective incident-related activities
 - B. Share incident information and concerns regarding multi-county impacts
 - C. Help ensure residents throughout the region receive clear, consistent messages from trusted and reliable sources about:
 - The incident situation
 - Response actions being taken
 - Controls being imposed to preserve public safety, security and health
 - Protective actions to take to minimize risk of injury or death
 - D. Coordinate policy actions (as needed) on issues with multi-county impact
3. This procedure may also be used by officials and executives to communicate with each other during incidents to express support and discuss ways to assist.

Authority

1. This procedure was developed pursuant to and consistent with the REMG IGA, which describes the intent of the REMG to recommend policy and procedures on regional emergency management issues and to develop ongoing, inter-jurisdictional training and exercise programs.
2. Policy action described in this procedure or proposed using this procedure must occur under the legal authority of the individual REMG jurisdictions as provided in Oregon Revised Statutes (ORS) 401, Revised Code of Washington (RCW) 38.52, and local emergency codes, ordinances, plans, and policies.

3. Local jurisdictions, acting independently, choose whether or not to exercise their respective emergency authority to implement policy. Multiple jurisdictions collaborating on implementation and enforcement of emergency policies are more likely to produce effective, consistent “regional” outcomes.

Background

1. Major incidents routinely create a need for policy guidance and implementation at numerous levels of government including local, county, regional and state.
2. When an incident only impacts a single jurisdiction, local emergency codes, ordinances, plans and procedures already exist that enable the jurisdiction to take appropriate action. On-Scene Command or Emergency Operations Center (EOC) officials need only invoke existing local authority to implement emergency policy. This is often done through an emergency declaration authorizing the requested action (e.g., curfew or mandatory evacuation).
3. Incidents affecting multiple jurisdictions within a county (or multiple counties) are more challenging in that there is no multi-jurisdictional or regional authority, emergency plan, or coordination guideline prescribing how to coordinate or implement incident policy across all the impacted jurisdictions.
4. This procedure is the first step in establishing a collaborative framework to share incident information and coordinate emergency-related policies across multiple jurisdictions in the REMG five-county area.

Procedure

1. Concept of Operations
 - A. Information sharing and policy coordination are fundamental prerequisites for successful incident response and recovery operations involving multiple jurisdictions. EOCs in impacted jurisdictions must establish and maintain a “Common Operating Picture” of the incident situation and related activities and issues. EOC officials try to anticipate policy actions that may be needed to effectively manage the incident, and ensure legal authority exists to implement selected emergency actions within their respective jurisdictions.
 - B. When an incident affects one or more REMG jurisdictions within a single county, EOC officials share information and coordinate policy issues in accordance with local (city and county) plans and procedures.

- C. When an incident affects REMG jurisdictions across two or more counties, EOC officials will use this procedure as a framework for information sharing and policy coordination.
- D. This procedure presumes that most multi-jurisdiction issues will be resolved at EOC-to-EOC level (city-to-city; city-to-county; county-to-county) and will be appropriately coordinated with non-REMG members. However, when EOC officials cannot reach consensus on a multi-jurisdictional policy or approach, this procedure provides a process for elevating the incident issue and policy options for resolution.

2. Potential Issues

- A. Incident issues originate from On-Scene Command or jurisdiction EOCs. Examples of potential multi-jurisdictional issues that may surface include:
 - Coordinating Emergency Declarations and invoking Emergency Measures
 - Emergency Public Information
 - Cross-jurisdiction evacuation and re-entry criteria for evacuated areas
 - Shelter and mass care
 - Governor, federal agency, congressional delegation and VIP activities
 - State and federal assistance
 - Public health/medical issues
 - Economic impacts
 - Recovery issues

3. Information Sharing Process

- A. As soon as practical following an incident impacting multiple counties in the region, emergency managers from the five counties, the city of Portland, and other impacted REMG jurisdictions/agencies will convene a conference call using the most effective communications available. Meeting objectives:
- Report current situation and develop a Common Operating Picture
 - Identify multi-agency/multi-jurisdiction issues
 - ✓ Common objectives and priorities
 - ✓ Resource sharing and mutual aid
 - ✓ Media/public information
 - ✓ Identify EOC-to-EOC liaison needs in the region
 - Identify existing/potential regional impacts and policy issues
 - Determine if a regional officials' meeting has been requested or is needed

4. Incident Issue and Policy Coordination Process

A. Regional Officials' Meeting

- Any REMG member elected official, senior executive or emergency manager can request a regional officials' meeting be convened to share incident information and/or coordinate policy issues. The requesting REMG member will contact their county emergency manager who will then coordinate with the emergency managers of the four other counties and the City of Portland to:
 - ✓ Establish the meeting method, time and location
 - ✓ Designate a host emergency manager responsible for meeting logistics and facilitation
 - ✓ Identify jurisdictions whose elected officials should be involved
 - ✓ Identify other elected officials, senior executives, or subject matter experts to be invited
 - ✓ Develop a tentative agenda
 - ✓ Schedule next meeting
- The host emergency manager will notify emergency management officials from identified jurisdictions and organizations of the meeting time, location and tentative agenda.
- The preferred method of convening a regional meeting is telephone or video conference with at least one-hour notification. Face-to-face meetings are an option when feasible and the degree of urgency permits.
- Participants will prepare for the regional meeting the same as they would for any informational or policy-level forum. When policy coordination is on the meeting agenda, this may take the form of a study session or local briefing by

staff members and/or legal counsel on the issue(s) and policy recommendation(s) to be discussed.

- Meeting participants must guard against any inclination to get involved in operational-level matters that are within the scope of responsibility of On-Scene Command or jurisdictional authority.
- Participants must promptly share substantive incident-related information discussed during the meeting with their respective emergency managers and EOC officials.

B. Regional Officials' Meeting Format (sample)

- Greeting and introductions
- Common Operating Picture report on incident situation
- If regional policy guidance is on the agenda:
 - ✓ Discuss specific issue(s)/policy recommendation(s)
 - ✓ Agree on regional policy recommendation(s)
 - ✓ Track adoption of regional policy recommendation by local jurisdictions
 - ✓ Coordinate implementation among approving jurisdictions
- Agree on tentative media release content and process
- Schedule next meeting (if needed)

C. Regional Officials' Meeting Participation

- Since the impact of a multi-county event will be incident-specific and cannot be forecast accurately, establishing a fixed representation among jurisdictions is not practical. Participation must be flexible, based on the scope and severity of hazard impact.
- To provide a nucleus for regional policy coordination, Clackamas, Clark, Columbia, Multnomah, and Washington counties and the city of Portland are each allocated one representative from their respective board or council. To accommodate incident-specific representation, each of the five counties is also allocated up to three additional slots for elected officials or senior executives from within their respective county.
- Participants may include representatives from public service, transit, or port districts, utilities, the Red Cross and the private sector, based on incident impacts and issues.

D. Regional Officials' Meeting Support

- The emergency managers from each of the impacted REMG jurisdictions and agencies will serve as advisors to their respective elected officials and senior

executives, and ensure they are kept informed of incident status and related issues.

- The emergency managers from the five counties and the city of Portland will identify one Public Information Officer from their membership to participate in regional officials' meetings.
- Legal representatives from the five counties and the city of Portland will select one attorney from their membership to participate in regional officials' meetings and provide legal counsel.
- Public health authorities from the five counties will select one representative to participate in regional officials' meetings and provide health/medical advice.

E. Regional Officials' Meeting Summary

- The host emergency manager will distribute a summary of the meeting to all attendees within 12 hours after the close of the meeting.

F. Regional Officials' Meeting Public Information

- The PIO representative will coordinate media releases/press conferences regarding the meeting with the Public Information Officers of the participating jurisdictions and organizations.

Administration and Support

1. Training and Exercise Requirement

- A. This procedure will only be effective if REMG members participate in information sharing and policy coordination training sessions, and practice their emergency roles and responsibilities in exercises.
- B. The Chair of the REMG's Technical Committee (REMTEC) will collaborate with REMTEC members to provide training at the REMG semi-annual meetings. As a minimum, the training will include discussion of:
 - Elected official roles and responsibilities in an emergency
 - The difference between policy-level and operational-level issues
 - The types of issues and policy recommendations to expect
 - How to coordinate implementation of "regional" policy
- C. REMG jurisdictions will include regional information-sharing and policy coordination in exercises and practice it during actual incidents whenever practical.

2. Emergency Contact Information

The REMTEC Chair will coordinate with the REMTEC members to establish and maintain a 24/7 emergency contact list of key elected officials and senior executives.

3. Procedure Maintenance

The REMTEC Chair will ensure this procedure is reviewed annually and revised as needed to reflect organizational and/or operational changes and incorporate lessons learned from exercises or actual incidents.

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Region IV

Regional MAC Group Procedure

1. Function

The Regional MAC Group provides coordinated policy direction during an emergency that impacts multiple counties in Region 4.

2. Membership

The Regional MAC Group membership will include the following members. This membership may be revised by county emergency managers, based on which jurisdictions are most affected by the emergency:

Membership:

- One county commissioner from each of the four Region IV Counties (Clark, Cowlitz, Skamania, Wahkiakum)
- County Sheriffs
- Designated city mayor or council member from the primarily affected city, if not adequately represented by coordinating council membership

Executives/Elected Officials from cities or special purpose districts and the private sector may be included in the MAC Group as dictated by the nature of the disaster or emergency.

Any member may delegate their membership on the MACG to another person in their organization by providing a written delegation of authority to the MACG Coordinator. This delegation should describe any limits on the delegate's authority. A MACG delegation of authority template can be found in the NW MAC Operations Handbook (Pacific NW Geographic Area Multi-Agency Coordination Group).

Involvement of Legal Counsel and other Subject Matter Experts:

To the greatest extent possible, any technical, legal, or operational advice and information should be summarized in advance of a MACG meeting and the MACG participation should be limited to the members listed above. However, there may be limited situations where it is necessary for the MACG to interact directly with legal counsel or subject matter experts. This may include:

- A County Prosecuting Attorney, or their designee, selected from one of the Region IV counties to provide legal counsel
- Other Region IV Coordinating Council members

- The Region 4 Public Health Officer.

3. Roles and Responsibilities

MAC Group Members

- Establishes priorities for allocation of resources between incidents within the geographic area.
- Identifies and resolves MAC issues common to all parties.
- Re-allocates resources between incidents when necessary.
- Initiates special actions to alleviate resource shortages to meet anticipated demands.

MAC Chair

- Regional 4 Homeland Security Coordinating Council chair is the chair of the Region 4 MACG
- The line of succession for the Region 4 chair is –
 - Region 4 Homeland Security Coordination Council Vice Chair
 - Chair selected by the MACG members
- In conjunction with MACG members the MAC Chair will determine the need for and facilitate MACG briefings and conference calls.
- Determines need for and, if necessary, formally activates a sitting MACG
- Determines need for additional MAC Group Representation beyond base membership.
- Selects MAC Group Coordinator if sitting MACG is activated.

MAC Coordinator

- Establishes, with MAC Group concurrence, a daily schedule for meetings and conference calls
- Facilitate issues needing MAC Group attention.
- Obtains appropriate intelligence information necessary to support MAC activities.
- Acquires and supervises clerical and administrative staff to support MAC Group activities.
- Ensures adequate subject matter expertise is available to support MAC activities.
- Facilitates MAC Group meetings.
- Documents MAC decisions.
- Distributes MAC decisions.
- Assembles the record of MAC activities.
- Facilitates daily conference calls with IC's and AC's.

4. Criteria for MACG Activation

The MACG may be activated if the following criteria are met:

- There is a need to prioritize incidents and/or prioritize the allocation of critical resources across the region OR
- There is a need to authorize incident management team(s) or other response/recovery organizations (e.g., long term recovery committees) that will have multi-county responsibilities OR
- The incident is likely to have regional impacts or is likely to require substantial mutual aid from one county to another AND
- There would likely be benefit to uniform, consistent, or coordinated response/recovery policies. Coordinated policies may support greater confidence in government that result from, for example, consistent recommendations to the public and consistent public messages.

5. Activation

A. Pre-Planning Activities

The Region IV Emergency Management Group shall convene as soon as practical following a regional event. Normally, this should occur after each emergency manager or EOC manager has had an opportunity to address policy implications with intra-county multi-agency coordination groups or other executive officials. A Region IV Emergency Manager will notify the other Region IV Emergency Managers or their designee. The message will provide information about the schedule of an initial conference call.

The call initiator will facilitate an initial conference call and work to accomplish the following as expeditiously as possible:

1. Review current situation
2. Discuss interagency coordination issues
 - a. Common needs and objectives
 - b. Resource sharing and mutual aid
 - c. Incident complexity
3. If necessary, develop incident management organization recommendation
 - a. Provide Common Operating Picture of the incident command/unified command structure
 - b. Public information organization: Should a Regional JIC be established?

- c. Send MAC Liaison to affected jurisdiction if needed.
4. Identify Regional Policy Issues that require input and decision
5. Identify elected officials and subject matter experts who should be involved in the Regional MAC Group meeting
6. Identify a Regional MAC Group Coordinator for the incident. Identify Time & Location of next meeting

The MAC Group Coordinator is responsible for coordinating -

1. The preparation of meeting materials (staff reports, situation reports, etc.),
2. Arranging for meeting minutes and other documentation
3. Meeting facilitation
4. Post-meeting follow up including dissemination of MAC Group decisions.

B. MAC Group Procedure & Agenda

Following the pre-planning conference call, emergency managers will notify the Regional MAC Group members regarding the MAC conference call logistics & schedule. This may also be done centrally by CRESA using ECNS.

Facilitator: MACG Chair

Agenda:

Item	Presenter
8) Situation Briefing a) Overview b) Resource Status c) Outlook d) Report on incidents	MAC Group Coordinator
9) Issue identification and resolution a) Issue b) Decision	MAC Group Coordinator
10) Formulation of Policy Group Statements	Discussion
11) Discussion of public messaging (if necessary) and other guidance for PIOs.	Discussion
12) Review action items / Follow Up	MAC Group Coordinator
13) Set time of next meeting	Discussion

6. MAC Group Decision Model:

All issues brought before the MAC Group will be acted on by consensus that will result in one of the following actions;

Option 1: Make a collaborative decision and assign responsibility and expectation of implementation.

Option 2: Delegate a decision with expectations of intended outcomes or results to a MAC Group member, the coordinator, or staff.

Option 3: Defer decision for consideration at a later date (e.g., defer for more information or defer for further development of the incident).

Option 4: Determine that the issue is outside the scope of the MAC Group's responsibility. Defer issue to the appropriate organization or individual.

MAC Group decisions should always consider and strive to maintain essential services and be aligned with an ethical framework. Key elements of the ethical framework include common good, justice, prudence, and respect (*see Appendix XX*).

7. Record Keeping & Documentation

The following should be documented and retained by the MAC Group Coordinator:

- Attendance at all MAC Group meetings.
- All information presented at MAC Group meetings.
- MAC Group decisions and supporting documentation.
- All daily critical resource allocation documents, signed by the MAC Group Coordinator.
- All decision criteria used by the MAC Group to prioritize incidents and allocate critical resources.
- All notes taken during MAC Group meetings and conference calls (these materials are subject to external requests).

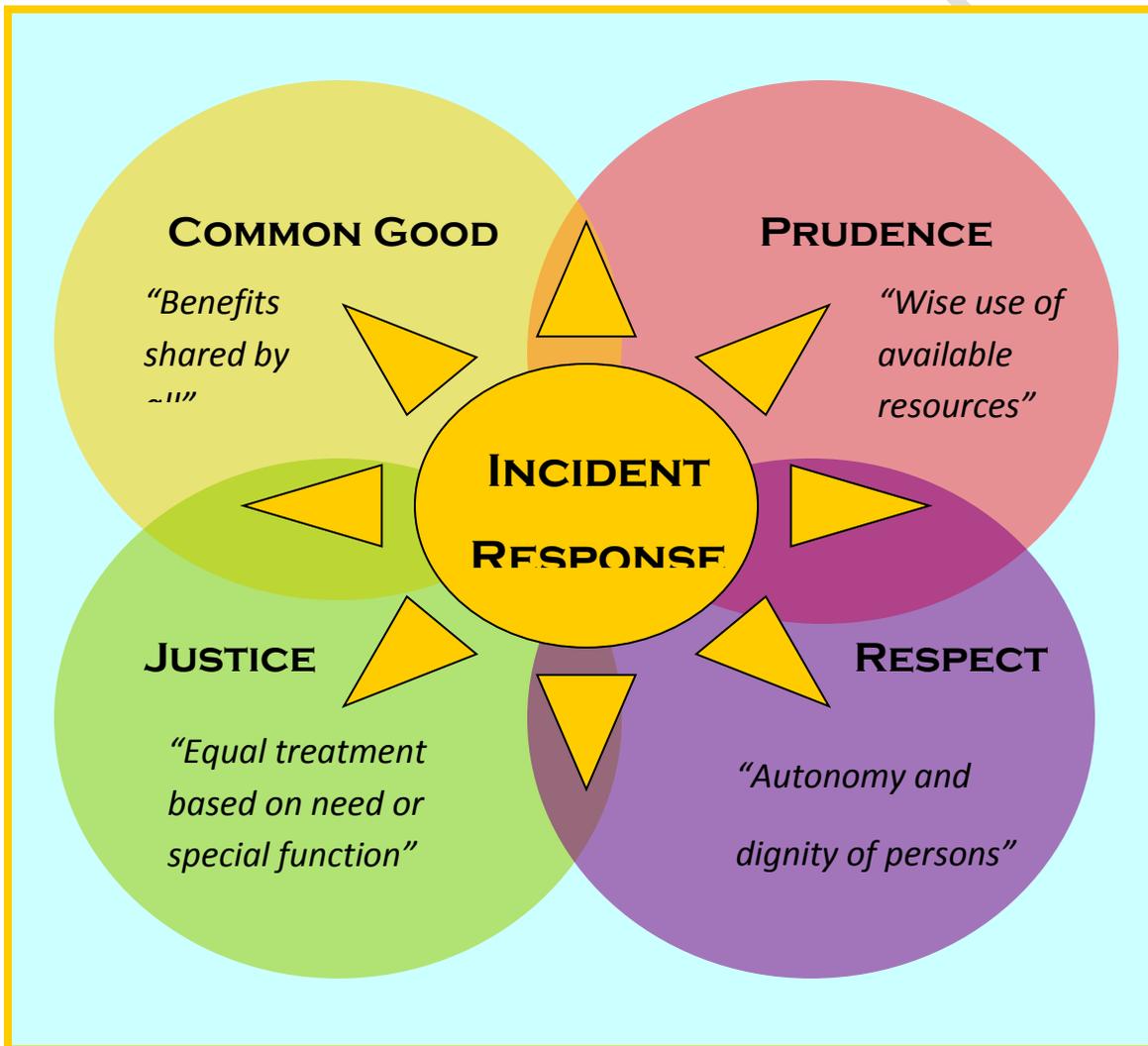
8. Contact Information

Position	Name	Contact Information
CRESA Conference Bridge		[REDACTED]
Clark Regional DEM	Cheryl Bledsoe	Office: 360-992-6270 [REDACTED]
Cowlitz County DEM	Ernie Schnabler	Office: 360-577-3194 [REDACTED]
Skamania County DEM	John Carlson	Office: 509-427-8076 [REDACTED]
Wahkiakum County DEM	Beau Renfro	Office: 360-795-3242 [REDACTED]

APPENDIX 1

Ethical Framework and Criteria

Illustrated below is an ethical framework based on a series of community discussions among public health and medical stakeholders in NW Oregon and SW Washington during the summer of 2009. The discussions were designed to identify community values and priorities related to the provision of medical services during a Level V pandemic influenza. Additionally, this framework was compared against existing literature in the field of health ethics for consistency and alignment purposes. It is the synthesis of these two components that yields the following framework.



Case Study

Applying the Ethical Framework to Develop a Pandemic Flu Response Strategy

These principles provide a foundation for specific decisions about allocation of clinical resources and facilities during the phases of the pandemic event.

1. **Common good:** design the response to protect the health related wellbeing of the whole population and the continuing functioning of society.
 - Minimize the total illness and death that is likely to result from pandemic flu.
 - Design the response to protect essential societal functions.
 - Minimize the negative effects of the pandemic on the general functioning of society.
2. **Justice:** design the response to provide a fair distribution of health related benefits and burdens that result from public health activities.
 - Seek an equitable distribution of opportunity for health benefits relative to the capacity for benefit.
 - Life saving
 - Illness minimization
 - Seek an equitable distribution of burdens relative to the capacity to bear burden.
 - Risk of death
 - Risk of injury
 - Inconvenience
 - Seek equity across socioeconomic spectrum: adjust for effects of poverty, language and ethnicity on health and access to services.
 - Conflict of interest:
 - Personal conflicts: decision makers declare any potential conflicts and remove themselves from decision control when appropriate.
 - Institutional conflicts: institutional leaders share responsibility for decisions.
3. **Prudence:** use relevant expert inputs while designing and implementing the public health response.
 - Epidemiologic and medical science
 - Effectiveness of interventions to achieve goals
 - Efficiency in the use of resources
 - Agility in response to evolving epidemic
4. **Respect:** maintain communication and procedures to respect autonomy and dignity.

- Transparency: explain the rationale for the response and state reasons for unequal distribution of benefits and burdens likely to occur.
- Autonomy: offer the opportunity for members of the community to be in accord with the actions of the public health authority.
- Coercion: act with respect when it is necessary to override the wishes of some members of the community for personal health services.

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Questions to Guide Decision Process

Decision makers can use the following questions to apply the above ethical principles to policy development and implementation. Consensus based answers to these questions will form the ethical dimension of ongoing decisions and communication with the community about the public health response to the pandemic.

1. **Common good:** In what way will all members of the community share equally in the societal well being hoped for in this strategy? What social functions does this strategy seek to protect?
2. **Justice:** In what way are the several norms of justice being met?
 - Equality: What categories did we consider in applying the equality norm? In what ways is the plan based on equality among persons with similar characteristics of age, health potential, gender, social status?
 - Inequality: What rationales did we use to justify unequal treatment among selected members of the community?
 - What compensatory aid did we set up for persons with special needs? What categories of special need have we considered, included, and excluded (with statement of rationale for inclusion, exclusion decisions)?
 - Merit: what groups were given priority based on their essential social role?
 - Exclusions: What is the rationale for excluding specific persons from the outreach effort?
 - Conflict of interest: What potential conflicts of interest have been considered and how are they being dealt with?
3. **Prudence:** What categories of expertise did this strategy incorporate into planning? What expertise are we consulting during implementation?
4. **Respect:** Are we producing appropriately brief, clear, and simple statements of how the pandemic strategy protects the general well being of society? How does this strategy respect the rights of individuals to knowledge, autonomy, and dignity?

Types of Emergency Plans

Regional Plans

- Definition: Emergency coordination plans that involve more than one county
- CRESA's Role: Participates in regional planning committees in Washington State, Oregon State, Portland Urban Area and SW Washington Region IV. If jurisdiction-specific data or participation is required, CRESA will contact the jurisdiction and request additional participation.
- Jurisdiction's Role: Policy-level participation is requested at least twice per year for the Regional Emergency Management Group (REMG). Participation is requested in the Region IV Homeland Security Council & Technical Committees by designated position. Other participation is invited as needed.
- Examples: Terrorism Incident Plan, Critical Infrastructure Plan, Public Information Plan, Emergency Transportation Routes, Public Health Response Plan

Comprehensive Emergency Management Plan (CEMP)

- Definition: The definitive plan for Clark County which outlines the roles & responsibilities for emergency response.
- CRESA's Role: Updates the plan every 5 years or as changes occur. Exercise the plan at least once per year and follow-up on recommended after-actions.
- Jurisdiction's Role: Participate in the plan review processes and exercises.

Hazard-Specific or Function-Specific Plans

- Definition: Plans which deal with a particular hazard or functional capability.
- CRESA's Role: Facilitates plan development with jurisdiction-based participants.
- Jurisdiction's Role: Participate in the plan development and exercises.
- Examples: HAZMAT plan, Animal Disaster Plan, Pandemic Flu Plan, Volcano Coordination Plan, Crisis Planning Team, Alert & Warning, Flood Response Plan

Continuity of Operations Plans (COOP), Mitigation & Recovery Plans

- **Definition:** Plans which cover how a jurisdiction provides services during a disaster, how they might mitigate disasters and how they plan to support community recovery post-disaster. Continuity elements include: determination of essential functions, backup of vital records, operations from an alternate location, succession and agency internal communications.
- **CRESA's Role:** May provide templates, advice or guidance to jurisdictions.

With regards to the Hazard Mitigation Plan, CRESA facilitates the County Plan which provides a number of hazard evaluations that may be used within local-jurisdictional planning processes; however, mitigation strategies must be developed and committed to locally within a local jurisdiction. CRESA will provide notice to the jurisdictions of open grant processes and can assist local jurisdictions with guidance and support as resources allow.

- **Jurisdiction's Role:** Responsible for development and exercise of their plans.

Facility Emergency Management Plans

- **Definition:** Plans for facilities on how they will respond to emergencies within their facilities. These may include medical, hazardous materials, evacuation, shelter-in-place, bomb threats/suspicious packages, communicable disease outbreaks, inclement weather, utility-related outages and employer safety expectations.
- **CRESA's Role:** May provide templates, advice or guidance to jurisdictions.
- **Jurisdiction's Role:** Responsible for development and exercise of plans at their facilities.

Personal Preparedness Plans

- **Definition:** Encouragement of community resilience which includes having emergency kits at home, in vehicles and at work, out-of-area communications plans and family reunification plans. Businesses are also encouraged to have their own continuity plans for themselves and their key vendors.
- **CRESA's Role:** Provides preparedness information through community outreach, internet presence, and response to individual inquiries.
- **Jurisdiction's Role:** Should encourage, model and promote preparedness within your jurisdictions.